



touching lives **Touching Lives** touching lives

Housing Authority
of the **City of Arlington**
2008 Annual Report



Our **Mission** is set in motion by the tireless support of our Board of Commissioners

The mission of the Arlington Housing Authority (AHA) is to advocate for and pursue affordable housing opportunities for the maximum number of low income individuals and families in Arlington by:



Victor Weir
Chair



Robert Gamblin
Vice-Chair



Kathy Crusto-Way
Commissioner



Jason Paredes
Commissioner



Sabrina Young
Resident Commissioner

- Establishing Partnerships with public and private community service providers
- Effectively communicating with internal and external constituencies
- Attracting and retaining knowledgeable staff and Board members by supporting professional development and personal opportunities
- Maintaining and improving fiscal accountability and operational efficiency

Success



Executive Director **David Zappasodi**, Board Chair **Victor Weir**, Commissioner **Kathy Crusto-Way** and Commissioner **Jason Paredes** meet with a program participant to reflect on her transition from poverty to economic self sufficiency.

Our Board of Commissioners

The success of Arlington Housing Authority (AHA) staff is directly connected to the direction received from the AHA Board of Commissioners. The AHA Board of Commissioners is comprised of five dedicated leaders within the community who serve without compensation.

It is the genuine interest in the community that drives these five exceptional leaders to be diligent in ensuring the provision of safe, decent and affordable housing for low income families. Because the Board of Commissioners utilizes key strategies and high ethical standards to set policy for AHA, families are ultimately provided the opportunity to achieve self sufficiency.

*Executive Director and
Board of Commissioners*

These Key strategies include the following:

- Maximize integration of public and private resources
- Effectively and efficiently increase client opportunities and choices
- Actively and effectively communicate the successful outcomes of AHA programs and services.
- Leverage resources and maintain sound financial practices



Success



Arlington Housing Authority and the City of Arlington partnered with HOPE Now to conduct a foreclosure prevention event for homeowners on June 9, 2008.

(see page 13)





A Message from the Executive Director

On behalf of the Arlington Housing Authority's Board of Commissioners, staff and participants, it is my pleasure to share the 2008 Annual Report.

The dedicated staff at the Arlington Housing Authority (AHA) continues to touch lives helping Arlington's low income residents attain safe, decent, affordable housing and achieve self sufficiency. The AHA meets the varied needs of our citizens by offering:

- Decent, affordable rental housing to the homeless
- Financial assistance and support to prevent homelessness
- Affordable rental housing to qualified low income persons combined with case management to help program participants reside in decent rental housing while working to become economically self sufficient
- Affordable rental housing to persons displaced by hurricanes Katrina and Rita
- Homeownership opportunities for qualified first-time homebuyers
- Rehabilitation of sub-standard housing for qualified owner occupants, and
- Stabilization of neighborhoods through occupancy of vacant, foreclosed, single family homes by qualified homebuyers

In 2008, the AHA completed the City of Arlington's 10-Year Plan to End Chronic Homelessness and implementation is under way with numerous community partners. The

AHA continues to provide assistance to our most vulnerable citizens, operating both the Supportive Housing Program and the Shelter Plus Care Program to provide safe, decent, affordable rental housing for the homeless.

The AHA responded immediately to the devastation caused by Hurricanes Katrina and Rita, implementing the Disaster Housing Assistance Program to serve displaced families in the City of Arlington as well as in 33 other Texas cities, where local housing agencies were unable to provide assistance. Lives were touched by individualized case management to help return families to self sufficiency.

The AHA's Eviction Prevention Program helps prevent homelessness of families who face one-time financial crisis that prohibit them from making current rental payments and attending to their families' essential needs. Stopping homelessness before it occurs preserves community resources for those in more dire need of a helping hand. The AHA's Eviction Prevention Program was recognized by NAHRO with a National Award of Merit for Program Innovation in 2008.

The Family Self Sufficiency (FSS) Program touches the hearts of those striving for economic independence. Through goal setting, tailored case management and supportive services, families are able to achieve individual goals, graduate from the FSS program with many achieving the dream of homeownership.

During challenging times, families often cannot afford to maintain their homes. The

AHA's Housing Rehabilitation Program helps eligible homeowners make needed improvements to their homes, ensuring not only the improvement of the homeowner's living conditions, but also by helping to sustain neighborhoods. Families' lives are deeply touched by the AHA's housing rehabilitation including improvements that increase accessibility for family members with disabilities. The Housing Rehabilitation Program was also recognized in 2008 by NAHRO with an Award of Excellence in Administrative Innovation.

The nation and the City of Arlington experienced record levels of foreclosure activity in 2008. The AHA, in partnership with the City of Arlington and the Hope NOW network, hosted a massive foreclosure prevention event where over 800 households were able to meet face to face with mortgage lenders and counselors to avoid foreclosure and keep their families in their homes. Foreclosure prevention efforts continue at this writing and, unfortunately, are likely to be continued in future years.

Calendar year 2008 was a challenging year for many. Under the exemplary leadership of the Board of Commissioners, the AHA staff continued to provide unparalleled services to our 10,000 applicant households, 4,000 program participant households and 1,100 landlords. It is with pleasure that I share this review of the AHA's accomplishments in 2008.

David Zappasodi

Management Team



Front, left to right:

Mindy Cochran, Acting Housing Operations Manager;

Joan Hill-Love, Section 8 Grants Coordinator.

Back:

Amy Trevino, Financial Manager;

David Zappasodi, Executive Director

Our **Core Values** are exhibited by all AHA employees who work diligently every day to assist participants



The Arlington Housing Authority

Compassion

Understanding unique client needs; seeking to make a difference; treating clients with respect, empathy, and dignity

Commitment

Helping others through urgency, thoroughness, and dedication; providing flexibility of choices

Credibility

Demonstrating honesty, integrity, knowledge, reliability, and fairness while maintaining the highest ethical standards; fostering accountability, excellence, financial stability and efficiency

Front Office



Left to right:

Dapheni Allen, Senior Clerk;

Latasha Castleberry, Customer Service Representative;

Erlinda Alvarez, Senior Clerk;

Carolina Molina, Senior Clerk



Our **Vision** is accomplished through rental assistance programs managed by AHA staff

The Arlington Housing Authority (AHA) will be recognized by the community as the leader in providing quality housing assistance for low income individuals and families in the City of Arlington.

We will provide a full range of housing opportunities and solutions to enable clients to reach their highest potential.

We will maintain the public's trust by demonstrating program knowledge, professionalism, integrity, and accountability.

Rental Assistance Programs are *Handled with Care*

The AHA provides rental assistance programs available for Arlington residents who are income eligible, elderly, disabled, homeless and also families displaced by natural disasters. The following federally funded rental assistance programs are administered by AHA:

- Housing Choice Voucher (HCV)
- Disaster Housing Assistance Program (DHAP)
- Shelter Plus Care (SPC)
- Supportive Housing Program (SHP)
- Eviction Prevention Program (EPP)
- Tenant Based Rental Assistance (TBRA)

The **Housing Care Voucher (HCV)** program is the largest program managed by AHA. AHA recognizes the importance of self sufficiency for the families served by the HCV program. This program serves over 3,400 participants with rental assistance to ensure safe, decent housing.



In November 2007, the **Disaster Housing Assistance Program (DHAP)** was implemented to provide rental assistance for families displaced by hurricanes Katrina and Rita. This program is funded by the Federal Emergency Management Agency (FEMA) and administered by the U.S. Department of Housing and Urban Development (HUD) through local housing authorities. Locally, the DHAP program has served over 300 families.

The AHA formed a subsidiary non-profit corporation, the Emergency Housing Assistance Corporation (EHAC), to administer this program and has served participants in as many



Rental Assistance



At left: the Housing Specialist Team



At right: Compliance team members James Weddle, Section 8 Coordinator; Rosalinda Alvarez, Senior Clerk

Rental Assistance, continued

as 33 cities in Texas. Since 2007, the DHAP program has been expanded to provide assistance to those affected by hurricanes Ike and Gustav. DHAP participants receive rental assistance and individual case management to help them return to self sufficiency.



The EHAC team: (left to right, back row) Lourdes Santillan, *Case Manager*; Cynthia Weddle, *Customer Service Representative*; (front row) Janna Crow, *Customer Service Representative*; Mindy Cochran *Acting Housing Operations Manager*.



The AHA food drive benefits local shelter.

The **Shelter Plus Care (SPC)** program provides permanent housing in connection with supportive services to homeless persons with disabilities, persons who struggle with serious mental illness, persons who may have a history of chronic problems with alcohol and/or drugs, and persons who have been diagnosed with an acquired immunodeficiency syndrome or related diseases. The AHA collaborates with MHMR and Recovery Resource who provide referrals to the SPC program. This program is funded by two grants that total \$273,480, and assists 23 families.

The **Supportive Housing Program (SHP)** is a federally funded program serving homeless persons in Arlington. The grant funding this program year totaled \$262,378. AHA collaborates with the Arlington Life Shelter in serving eligible families. The purpose of the SHP program is to provide rental housing assistance complimented by supportive services to homeless persons to enable them to live as independently as possible. The program includes goals such as residential stability, increased skill level and/or income and greater self determination. This program remains at capacity, assisting 24 households.

Homeless encampment seen during annual homeless count night.



Homeless Program



Left to right:

LeTisa Francisco, Human Services Specialist;

Lanesha Linzy, Section 8 Coordinator



Rental Assistance, continued

The **Eviction Prevention Program (EPP)** is funded by the City of Arlington through the Community Development Block Grant (CDBG) program and the Emergency Shelter Grant (ESG). Because of this \$9,000 grant, 12 households were assisted and their evictions were prevented. EPP targets low income Arlington residents who are facing eviction from their rental unit. Program funds are issued directly to the landlord by the Arlington Housing Authority following a

determination of tenant eligibility and written agreement by the landlord to stop the eviction process.

In the Fiscal Year Ending Sept. 2008:

- More than 800 tenants received utility reimbursement payments
- The AHA made more than 23,000 payments to landlords and participants



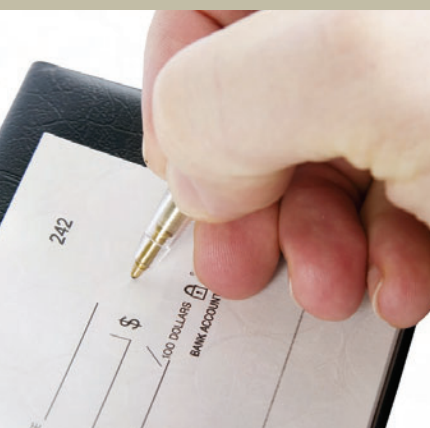
In the Fiscal Year ending Sept. 2008, the Compliance Team:

- collected \$26,948 in repayments
- conducted 145 informal hearings
- initiated 86 repayment agreements

The **Tenant Based Rental Assistance (TBRA)** program is a temporary rental assistance program that provides up to 24 months of rental assistance per family. Eligibility criterion includes those individuals with low income who are referred by any community resource. Our area partners include Arlington Independent School District, shelters, and churches. This program also allows for security deposit assistance. The City of Arlington receives annual HOME Investment Partnership Program (HOME) funding from the U.S. Department of Housing and Urban Development. Each year, a portion of HOME funds are utilized to support the TBRA program. In this program year, \$400,000 was allocated to assist 56 households.

with care

Finance



Front, left to right:
Nina von Falkenstein, Portability Clerk;
Elvira Freeman, Intermediate Account Analyst.

Back:
Medria Browhow, Grants Account Analyst;
Amy Trevino, Financial Manager.

Homeowner Assistance

The Housing Rehabilitation Program Lends a Helping Hand

The Housing Rehabilitation Program (HRP) is managed by AHA and benefits low income homeowners. The three programs are:

- Owner Occupied Housing Rehabilitation
- Architectural Barrier Removal
- Emergency Repair



BEFORE and AFTER



The criteria of eligibility for all three programs include the following:

- The home must be the primary residence and not be offered for sale
- The applicant must be an Arlington resident
- The household income must be within HUD's low income limits
- The homeowner must be current on property taxes, insurance, and mortgage payments
- The emergency must be detrimental to a homeowner's life, health or safety

The **Owner Occupied Housing Rehabilitation** is the flagship program that provides for major repairs (i.e.; roof, foundation, and electrical) for income eligible households to rehabilitate their homes and bring their properties into compliance with local codes. Assistance is provided in the form of a forgivable loan up to \$24,500 per homeowner. The loan is at zero interest rate

and forgivable over five years provided the homeowner retains the property as primary residence and does not default on mortgage payments. Preferences have been established for assisting disabled homeowners whose income does not exceed 80% of the area median income.

The **Architectural Barrier Removal** program assists low income persons with disabilities, providing modifications to make homes more accessible. Some eligible repairs include installing ramps, installing grab bars, and widening doorways. This program is also available for tenants.

The **Emergency Repair** program is administered on a "first come, first serve" basis for eligible, low income homeowners to address life-threatening, deficient conditions in their home.

The Rehab Team completed:

- 32 emergency repairs
- 39 full rehabilitations
- 3 architectural barrier removals

Housing Rehab



Front, left to right:

Mindy Cochran, Acting Housing Operations Mgr.;

David Zappasodi, Executive Director;
Paul Shaffer, Rehab Specialist.

Back:

Jeb Barr, Rehab Specialist;
Brett Clark, Rehab Specialist;
Marisa Loera, Rehab Secretary;
Juan Serrano, Rehab Specialist.



Homebuyer Assistance

The AHA is Reaching Out Through the Homebuyer Assistance Programs

The AHA manages a variety of homeownership programs which provide an opportunity for low income families to become first time homebuyers. These programs include:

- Family Self Sufficiency Program and Section 8 Homeownership Program
- Arlington Homebuyers' Assistance Program (AHAP)
- Arlington Housing Finance Corporation's bond program

The **Family Self Sufficiency (FSS)** program provides support to Housing Choice Voucher participants who strive to achieve self sufficiency. The FSS caseworker not only develops goals with the family, but also provides support and guidance to aid them in achieving those goals within a five year timeframe. Specifically, the AHA works closely with governmental and non-profit organizations, as well as local businesses, to guide the participant

to a successful graduation from this program into self sufficiency. By fiscal year end, the FSS program had served 156 families. Three program participants achieved all of their goals and graduated from the program. Two participants were able to become homeowners. The FSS staff continues to work diligently with the families remaining in this program to encourage and support their success.

FSS Success Story

On May 6, 2009 the Arlington Housing Authority recognized Maribel Ulloa who successfully transitioned from poverty to economic self sufficiency and become a first time homeowner in Arlington.

Ms. Ulloa immigrated to the United States from the Dominican Republic as a single mom with three children and struggled financially for many years. Ms. Ulloa graduated to homeownership with the help and guidance provided by the Arlington Housing Authority and her personal determination and hard work.

"When I entered my house, the first thing I did was to thank God for His blessing and for putting the Arlington Housing Authority in my path," stated Ms. Ulloa.

Maribel Ulloa, center, celebrates her success: (left to right) David Zappasodi, Executive Director; Board members Victor Weir, Chair; Kathy Crusto-Way, Commissioner; and Jason Paredes, Commissioner.



FSS Program



Left to right:

Lourdes Santillan, Human Services Specialist;

Julie Hall, Human Services Specialist

Homebuyer Assistance, continued

The **Arlington Homebuyers' Assistance (AHAP)** program facilitates home ownership for low income households. AHAP is administered by a non-profit organization, Tarrant County Housing Partnership, Inc. This program is funded through HOME and the American Dream Downpayment Initiative (ADDI) and served 57 households through the program year which ended June 30, 2008. Qualifying first time homebuyers are provided with up to \$10,000 for down payment and closing cost assistance when they purchase a

home. Participants must qualify for a mortgage loan, and are provided with homebuyer education to help prepare them for homeownership.

The **Arlington Housing Finance Corporation's (AHFC)** bond program provides first time homeowners with low interest rate mortgage loans and a 4 percent grant for down payment assistance through bonds issued by the AHFC. The 2006 bond series established an allocation of \$12,857,000. Loans were available through this program until April 2008, when all funds were exhausted.



Through this date, the AHFC bond program provided mortgage loans totaling \$6,451,068 to 62 households. Included in this total were 22 low income households who received mortgages totaling \$2,117,546. These households received grant assistance totaling \$84,702.



FSS Success Story

Rashidda Taylor celebrates her success as a recent graduate of the Arlington Housing Authority's Family Self Sufficiency program. Ms. Taylor recently became a first time homeowner in Arlington. She completed 5 years of training, attained gainful employment in the medical field as a nurse and as a result, good credit and accumulated savings.

A happy Ms. Taylor, center, is congratulated by the Board of Commissioners and staff: (left to right) David Zappasodi, Executive Director; Kathy Crusto-Way, Commissioner; Joan Love, Grant Coordinator; Jason Paredes, Commissioner; Robert Gamblin, Vice-Chair; and Victor Weir, Chair.

Inspections



Front, left to right:
Jessica Parry, Inspections Supervisor;
Jeanette Culwell, Inspector;
Victoria Hernandez, Inspector.

Back:
Tony Martin, Inspector;
Tim Simmons, Inspector;
Clarence Hursey, Inspector.

The inspection team:

- Performed 2,010 rent reasonable assessments for new units and for rent increase

- Performed 9,222 by end of fiscal year Sept. 2008



Accomplishments

In 2008, the Arlington Housing Authority (AHA) received several national awards for its programs.

The National Association of Housing and Redevelopment Officials (NAHRO) recognized the achievements of the AHA with the **Award of Excellence in Administrative Innovation for the accomplishments of the Housing Rehabilitation Program.**



The Texas NAHRO awarded AHA for **Best Annual Report, Large Housing Authority,** for the second year in a row.



The **Eviction Prevention Program** was acknowledged through a **Nation Award of Merit for Program Innovation.**



The **Landlord Portal** development was also recognized by NAHRO with an **Award of Merit for Administrative Innovation.** The portal was developed as a tool for the AHA's landlords use, consisting of more than 1,000. Participating landlords obtain secure, on-demand information about payments and other program information.

The landlord portal continues to reduce the time previously required by staff to address landlord telephone inquiries related to the rental programs and their payments.



Homebuyer Assistance.....



Eligible first-time homebuyers can receive up to \$10,000 to assist with down payment and closing costs to help achieve the dream of homeownership.

Accomplishments, continued



Arlington Mayor, Robert Cluck, encourages partnerships to help homeowners that are facing foreclosure.



HOPE Now is a partnership between HUD approved counseling agents, mortgage companies, investors and others to provide free foreclosure prevention assistance.

The Arlington Housing Authority and the City of Arlington partnered with HOPE Now to conduct a foreclosure prevention event to help homeowners avoid foreclosure and remain in their homes.

Hundreds of homeowners in danger of losing their home to foreclosure were able to sit down one on one with housing counselors and their mortgage companies to seek solutions and prevent the foreclosure.

Touching Lives



Financial Statements

Balance Sheets for the years ending September 30, 2008 and 2007

ASSETS

	2008	2007
Current Assets		
Cash and cash equivalents	\$ 4,578,884	\$7,698,432
Investments (at cost)	2,812,426	3,150,010
Adjustments to fair value	(8,486)	(6,003)
Investments at fair value	<u>2,803,940</u>	<u>3,144,007</u>
Grants receivable	135,768	425,655
Accounts receivable	74,076	78,607
Accrued interest receivable	32,543	17,475
Prepaid expenses	<u>4,737</u>	<u>150</u>
Total current assets	<u>7,629,947</u>	<u>11,364,326</u>
Capital assets, net of accumulated depreciation	<u>522,711</u>	<u>439,936</u>
Total assets	<u>\$ 8,152,659</u>	<u>\$11,804,262</u>

LIABILITIES AND NET ASSETS

Liabilities

Current:

Accounts payable	\$ 83,045	\$119,624
Compensated absences	15,211	10,592
Escrows	495,402	419,062
Deferred Revenue	-	610,014
Accrued liabilities	<u>49,598</u>	<u>-</u>
Total current liabilities	<u>\$ 643,256</u>	<u>\$1,159,292</u>

Noncurrent:

Other	199,324	152,203
Compensated absences	<u>201,987</u>	<u>170,207</u>
Total noncurrent liabilities	<u>401,311</u>	<u>322,410</u>
Total liabilities	1,044,567	1,481,702

Net assets:

Invested in capital assets	522,711	439,936
Restricted	2,934,484	6,671,063
Unrestricted	<u>3,650,897</u>	<u>3,211,561</u>
Total net assets	<u>7,108,092</u>	<u>10,322,560</u>
Total liabilities and net assets	<u>\$ 8,152,659</u>	<u>\$11,804,262</u>

Financial Statements

Statement of Revenues & Expenses and Changes in Net Assets for the years ending September 30, 2008 and 2007

Operating Revenues	2008	2007
HUD grant revenue	\$23,088,959	\$23,049,868
Other revenue 238,934	291,127	240,336
	<u>23,380,086</u>	<u>23,290,204</u>
Operating Expenses		
Administrative	3,196,249	2,304,669
Housing Assistance Payments	<u>23,498,570</u>	<u>20,557,274</u>
	26,694,819	22,861,943
Depreciation expense	<u>43,113</u>	<u>33,469</u>
	<u>26,737,932</u>	<u>22,895,412</u>
Operating income	<u>(3,357,846)</u>	<u>394,792</u>
Non-Operating Revenue (Expenses)		
Investment income	143,378	104,054
Total non-operating revenue	<u>143,378</u>	<u>104,054</u>
Change in net assets	<u>(3,214,468)</u>	<u>498,846</u>
 Beginning net assets	 10,322,560	 9,823,714
Ending net assets	<u><u>\$ 7,108,092</u></u>	<u><u>\$10,322,560</u></u>

Audited financial statements prepared by Rylander, Clay and Opitz, LLP

**Housing Authority
of the City of Arlington
501 W. Sanford Street, Suite 20
Arlington, TX 76011**

**For More Information
Call 817-275-3351
Fax 682-367-1000**



Office Hours:

**8:00 a.m.-5:00 p.m.
Monday, Wednesday, Thursday, Friday**

**8:00 a.m.-7:00 p.m.
Tuesdays**